

DDA 82-1062

28 APR 1982

MEMORANDUM FOR: Director of Communications  
 Director of Data Processing  
 Director of Finance  
 Director of Information Services  
 Director of Logistics  
 Director of Medical Services  
 Director of Security  
 Director of Training and Education

FROM: Harry E. Fitzwater  
 Deputy Director for Administration

SUBJECT: Quarterly Planning Sessions

1. As we near the completion of the second round of quarterly planning sessions, I would like to express my appreciation for the efforts devoted to this activity. It is obvious that your officers are expending substantial time and energy in preparing for these sessions--their presentations are most informative. In addition to gaining an increased insight into your programs, it affords me an excellent opportunity to meet with your key personnel. I hope that these exchanges also benefit you and your personnel by gaining a clearer focus on your own activities and by obtaining whatever information I may have to impart regarding the thrust of your efforts.

2. In order to be most effective, quarterly planning sessions should normally be scheduled for no more than 90 minutes. One hour should concentrate on the milestone objectives for the quarter. A very brief statement or two on the specific objectives should be presented as an introduction, followed by specific remarks on the achievement of the milestone or the failure to achieve same. Most of the presentation should deal with how the objective was achieved, results, "payoffs," and problems encountered along with remedial courses of action. The remaining 30 minutes of the planning session should provide sufficient time for the interjection of questions, comments, and additional points to be covered by Office directors, the ADDA, and me. It would seem appropriate for the Office director to provide a brief introduction at each session, and I will conclude the sessions with a few brief remarks.

3. Occasionally, there may be a need to extend a particular planning session to two hours in order to discuss a particularly troublesome issue, whether related to an objective or not. This extension of normal time should be scheduled in advance.

EO/DDA [redacted] (27Apr82)  
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[redacted]  
 Harry E. Fitzwater

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--GUIDELINES FOR QUARTERLY MEETINGS

- . 1-1 1/2 HOURS
- . INTRO - OFFICE DIRECTOR
- . RESPONSIBLE OFFICER PRESENT OBJECTIVE
- . DISCUSS PROGRESS AND PROBLEMS
- . TIE-IN WITH DDA GOALS
- . PRESENT AGENDA 3 WORKING DAYS PRIOR TO CONFERENCE
- . NO PRE-MEETING SUBMISSIONS
- . ACTIONS ITEMS - DURING MEETING - FOLLOW-UP  
BY DDA PLANS OFFICER
- . MEMO FOR RECORD - DDA/PLANS OFFICER
- . SHOULD NOT BE GRIPE SESSION
- . SHOULD NOT BE COURT OF SPECIAL APPEALS
- . CAN BE "INFO ONLY" INTRO OF NEW INITIATIVES

OVERVIEW OF DDA 5-YEAR PLAN

19 JANUARY 1982

o FORMER DIRECTORATE PLANNING PROCESS:

--OBJECTIVES:

STRATEGIC

OPERATIONAL

CONVERSATIONAL

--ACTION PLANS

--NARRATIVE REPORTS

--QUARTERLY MANAGEMENT CONFERENCES

o SUSPENDED 1 APRIL 1981

o CURRENT SYSTEM EFFECTIVE 1 OCTOBER 1981

--TIMING

- . SHORT DEADLINE (2 NOV 81 CALL - 1 DEC 81 DUE DATE)
- . PRIME FACTOR - MEET 1984 PROGRAM CALL
- . NOW THRU 1 OCT 82 - TRANSITIONAL
- . REVISE 1 OCT 82

--MAIN CONCERN FOR O/DDA MANAGEMENT TEAM:

- . SIMPLIFY PROCEDURES
  - . REDUCE ADMIN. OVERHEAD
  - . GET PLANNING TO FOCUS ON PROGRAMMING RESOURCES
  - . STRETCH MANAGEMENT ATTENTION FROM SHORT-TERM PROJECT ORIENTATION TO LONG-TERM TRENDS
- A. PERSONNEL
  - B. SECURITY
  - C. IMPROVE THE REPUTATION OF DIRECTORATE

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--GENERAL OBSERVATIONS

- . OVERALL VERY GOOD
- . OVERALL SUPPORT DDA GOALS
- . NEED MORE TIME:
  - A. STRETCH PARAMETERS FROM SHORT/  
MID-TERM TO LONG-TERM
  - B. SWITCH EMPHASIS FROM PROJECT  
ORIENTATION TO MISSION ORIENTATION

OVERVIEW OF DDA 5-YEAR PLAN

19 JANUARY 1982

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  - OBJECTIVES:
    - STRATEGIC
    - OPERATIONAL
    - CONVERSATIONAL
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  - NARRATIVE REPORTS
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